

Joint Judiciary Committee

FY 2022-2023

SMART Act Hearing

Colorado Department of Corrections
Dean Williams, Executive Director



Mission

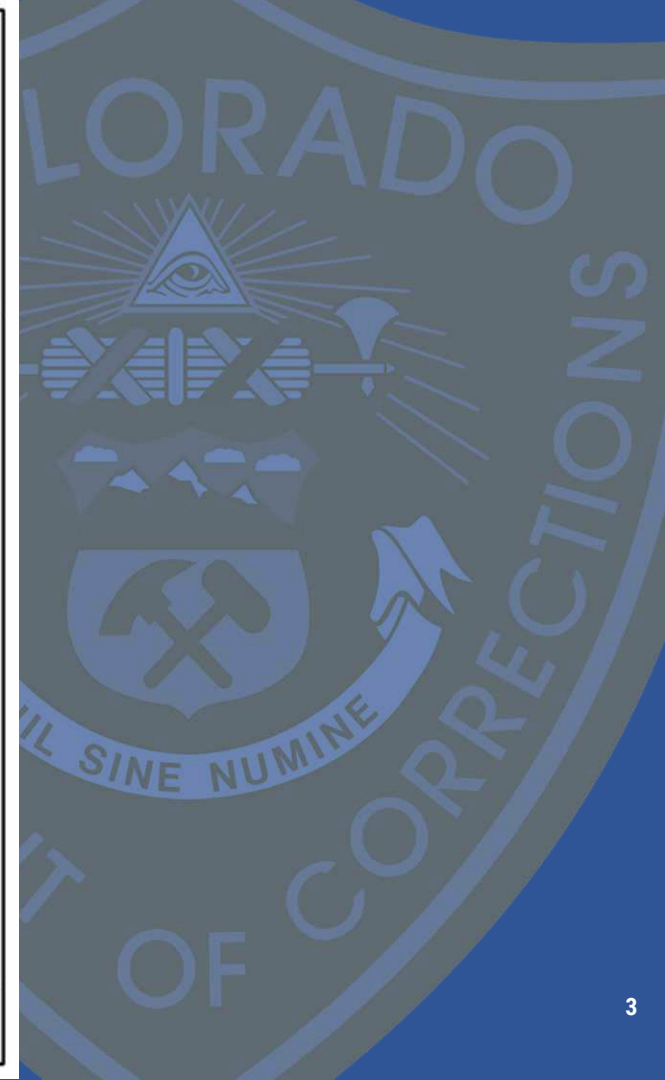
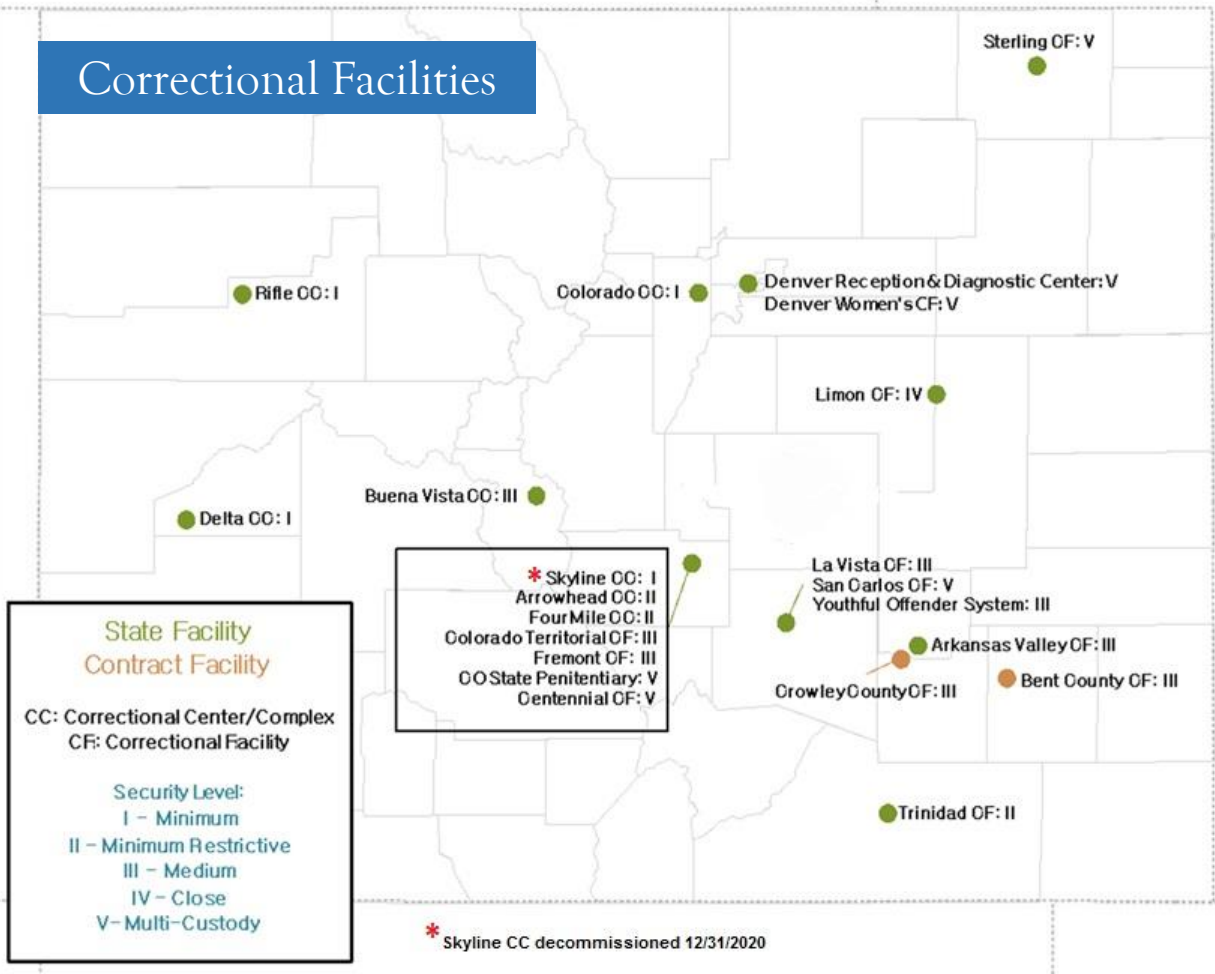
"To protect the citizens of Colorado by holding inmates accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding citizens."

Vision

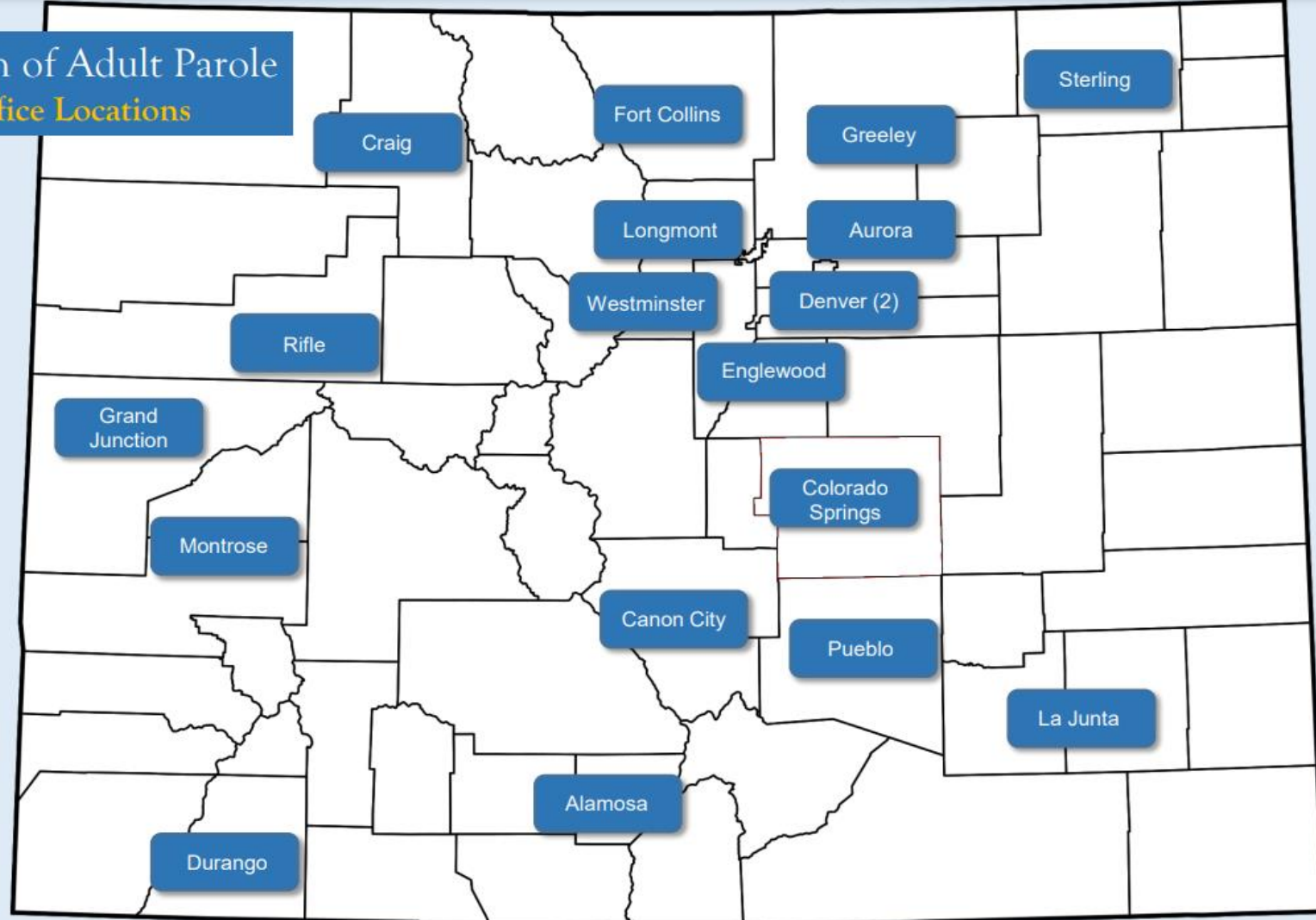
"Building a safer Colorado for today and tomorrow"



Correctional Facilities

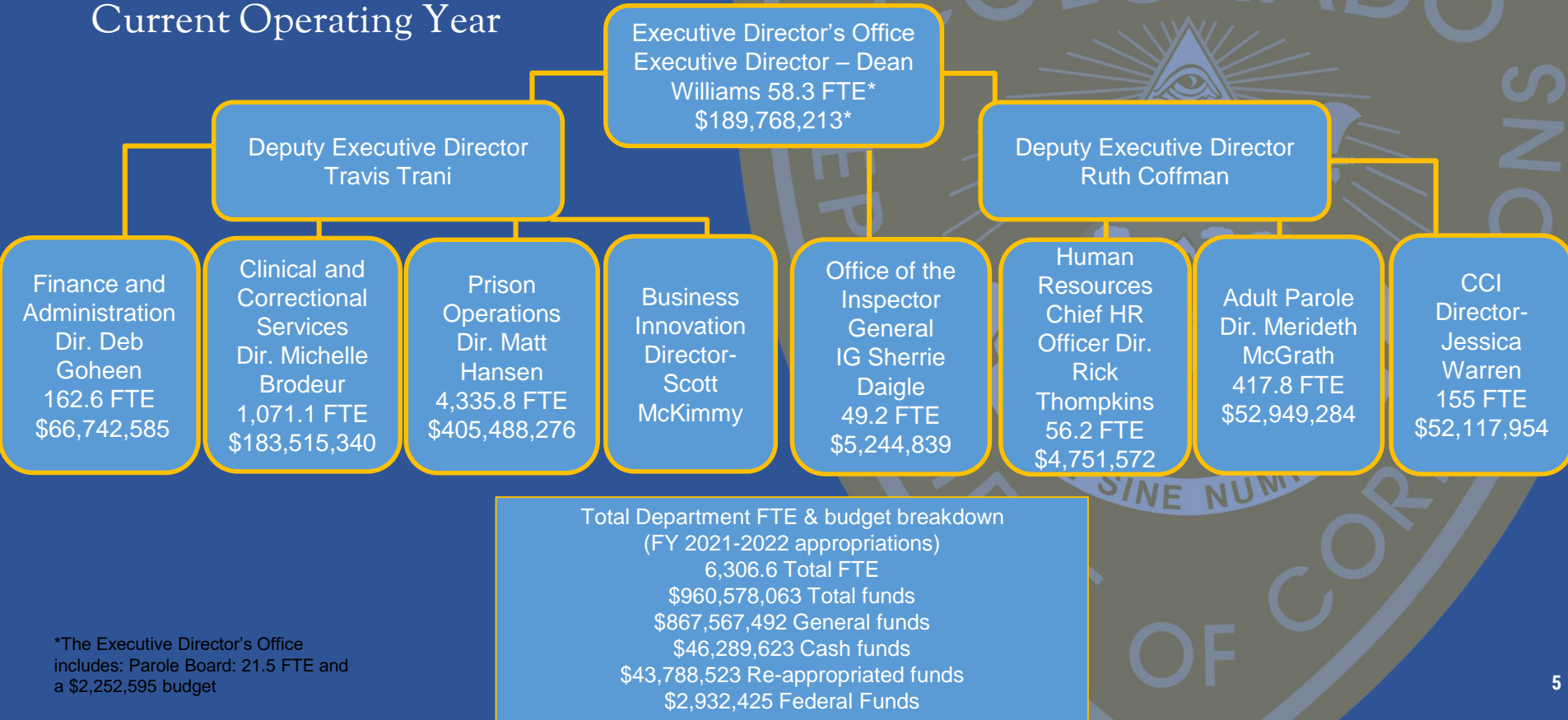


Division of Adult Parole Office Locations



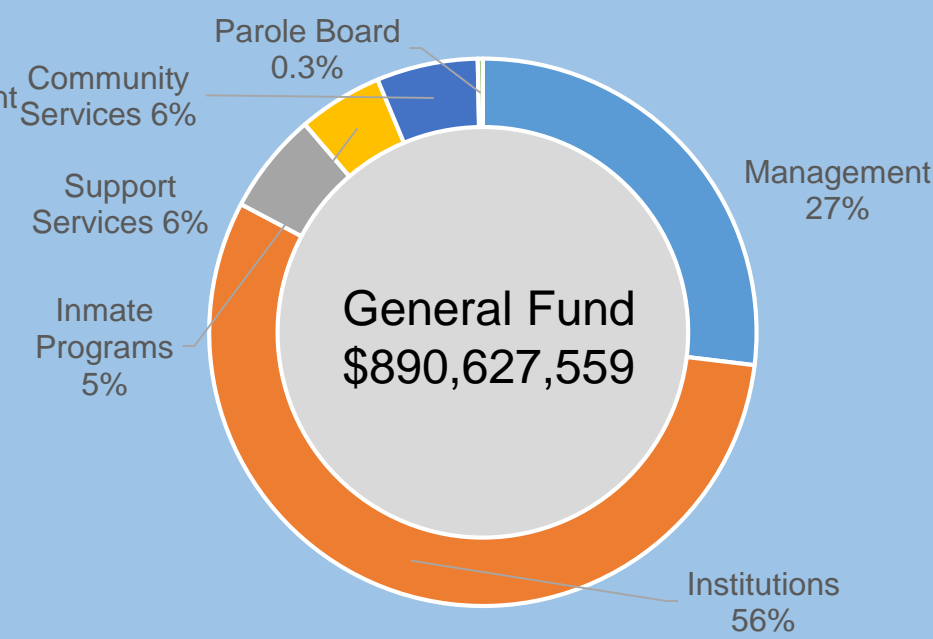
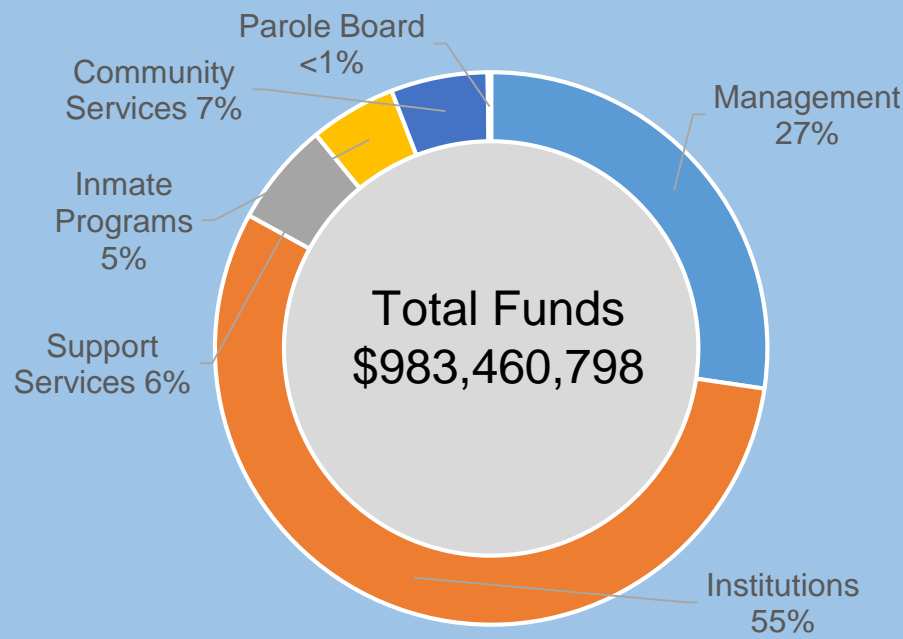
Organizational Chart

Current Operating Year



FY 2022-23 Budget Request Snapshot

Total Funds: \$983.5M
FY 2022-23 General Fund: \$890.6M
FY 2022-23 FTE: 6,303.9



Source: Final Governor
Budget Letter, Nov 2021

FY 2022-23 Budget Request Highlights

Reduce Prison Caseload Supplemental (\$1.1M), Budget Amendment \$3.8M

Increase Medical Caseload Supplemental \$4.9M, Budget Amendment \$11.1M

Increase Food Service Supplemental \$0.7M, Decision Item \$1.1M

Recidivism Reduction Investments Budget Amendment \$2.5M

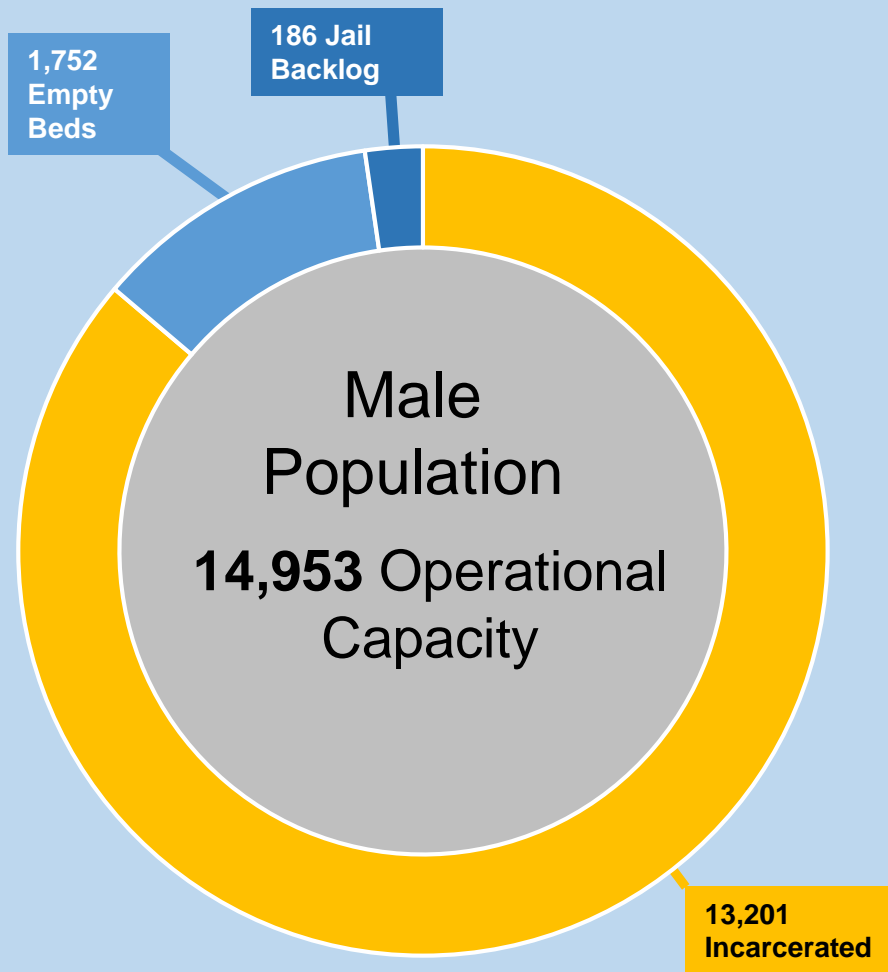
Establish Drug Detection K-9 Program Decision Item \$0.3M

Long Term Compassionate Care Project Decision Item \$0.7M

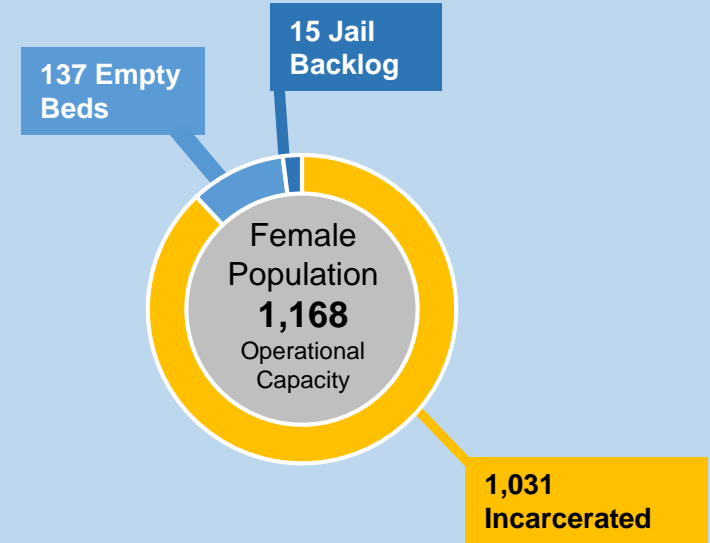
Victim Services Unit Notifications Decision Item \$0.03M

Provider Rate Increase Decision Item \$1.2M

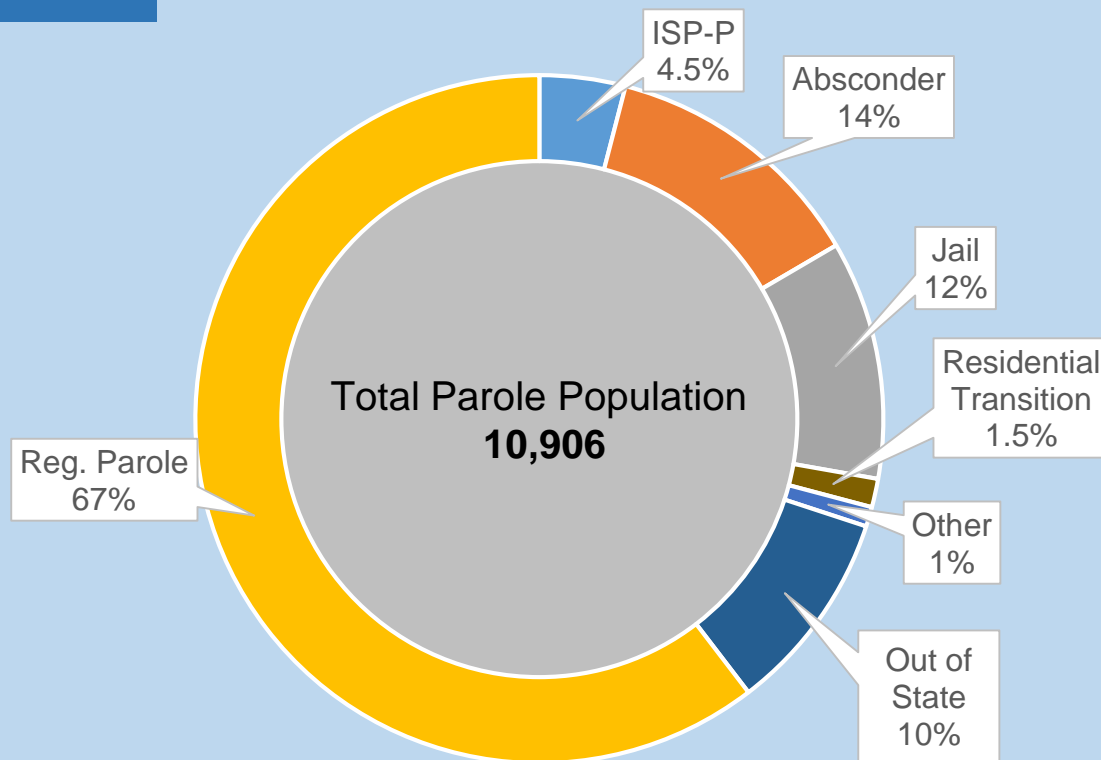
Will be discussed at DOC Figure Setting 2/17/2022



Incarcerated Population



Parole Population



Legislative Agenda

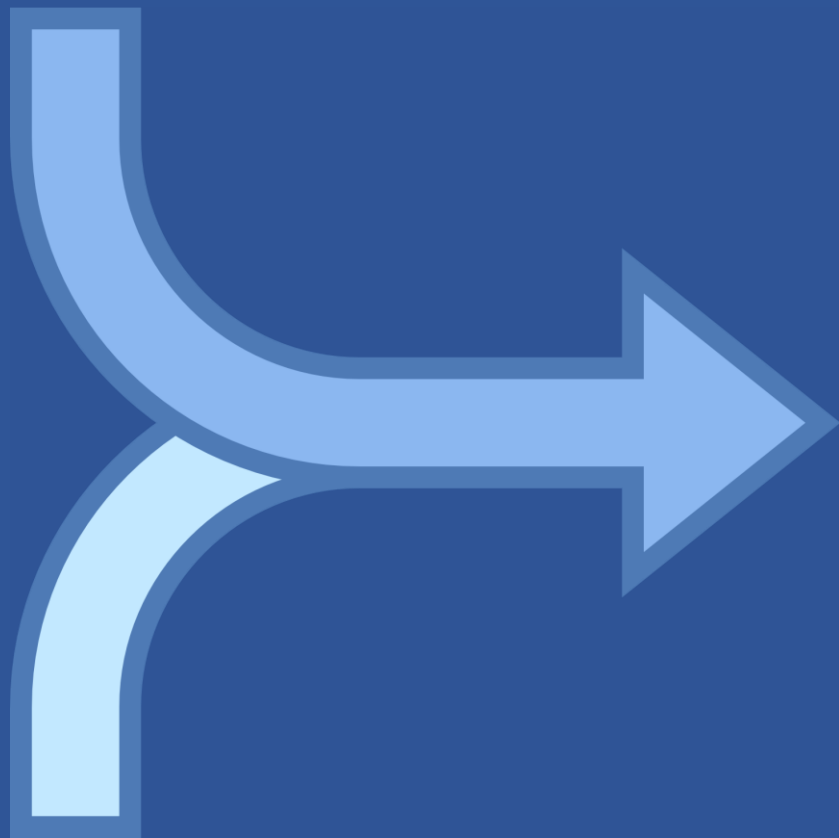
SB 22-050

CCI/Take TWO Statutory Revisions

Bill would remove profit-oriented language in statute

Shifts mission of CCI from a revenue-driven enterprise to a rehabilitative and preparedness-driven program

Allows DOC more flexibility to merge the missions of Take TWO and CCI



SB 21-146- Special Needs Parole Implementation Progress

| SB 146 | Status |
|--|--------|
| Change SNP Criteria, Develop New Policies and Procedures (AR 550-13) | ✓ |
| Develop a parole plan for everyone releasing from prison | ✓ |
| Develop policies and procedures related to pre-release planning | ✓ |
| Public Defender Liaison | ✓ |
| Commission on Aging Study | ✓ |
| YOS Staff Trained within 45 days of employment | ✓ |
| Contract community organizations to engage in release planning (Community Connections Pilot) | ✓ |
| Include in DOC's monthly population report information related to delayed parole decisions | ✓ |
| Competency Hearings | ✓ |
| Health Insurance Payments | X |
| Legislative Report on Youthful Offender System | ✓ |

Special Needs Parole

| | Whole Population for Consideration | Current Rate of Selection | Total Estimated Eligible for PB Consideration | Already Sent |
|--|---------------------------------------|------------------------------|---|--------------|
| Highly sick population (M4s, M5s, P5s, IDD5) | 740 | 5% | 37 | 18 |
| M3s (55+) | 531 | Unknown | | |
| M3s (Under 55) | 1429 | Unknown | | |
| 64+ and no health issues | | | 29 | 23 |
| TOTAL | | | 66 | 41 |

SB 21-146- Benefits Acquisition Team

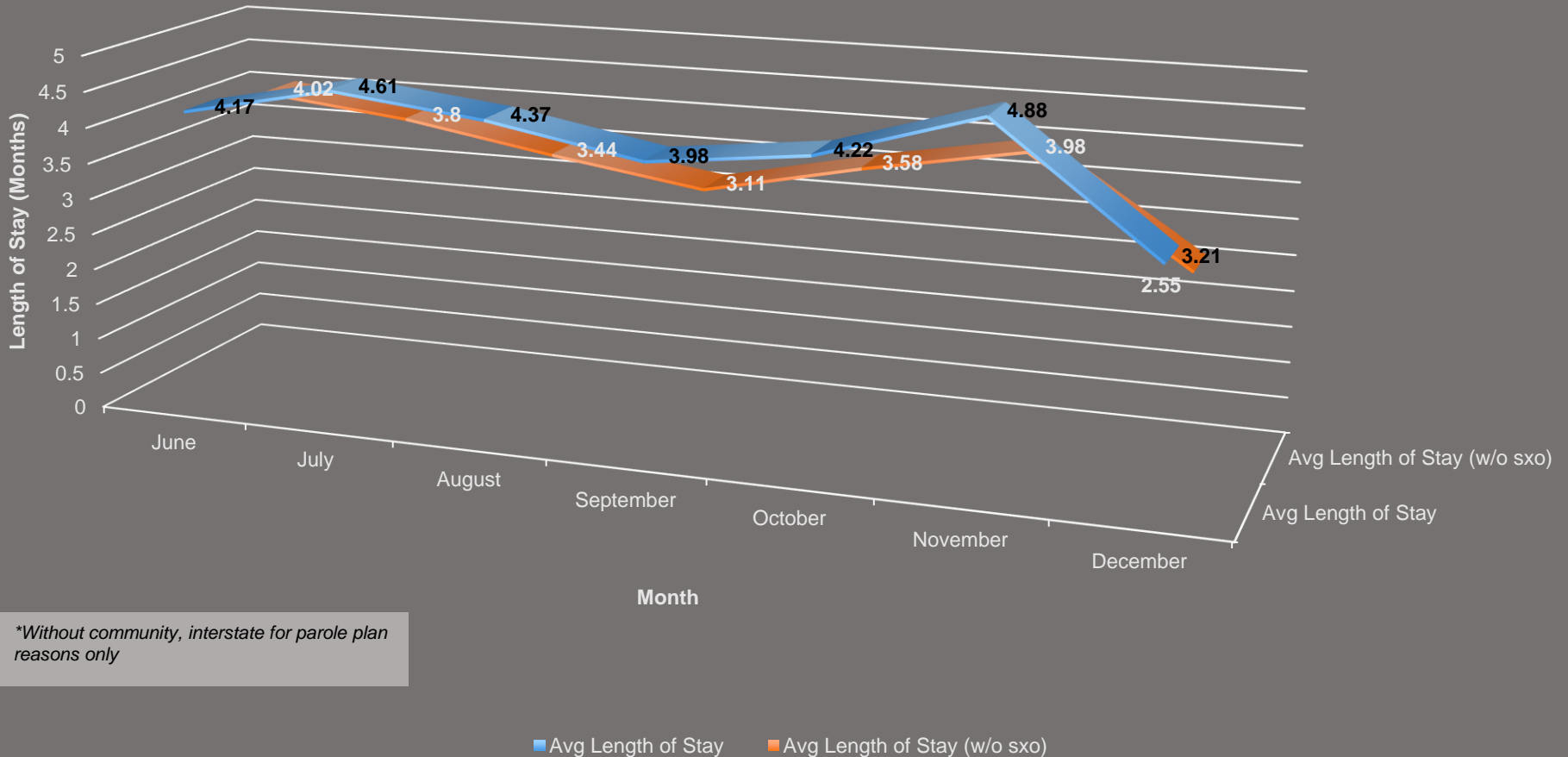
Recommendations from Colorado Commission on Aging include:

1. Medicare Part A Buy-in agreement (CMS, HCPF)
2. Collaboration with the CO Division of Insurance to advocate a special enrollment period for those being released at age 65+
3. Outreach support to incarcerated individuals who are approaching age 65 regarding insurance options
4. Fund, implement, and operationalize Long Term Compassionate Care

Challenges to implementation include:

- Complex eligibility rules, laws, and timeframes
- Medicare and Social Security enrollment constraints, required work quarters, payroll tax contributions
- Colorado's status as a group payer state as opposed to a Part A Buy-in State creates enrollment barriers

Average Length on Tabled List Decreasing*

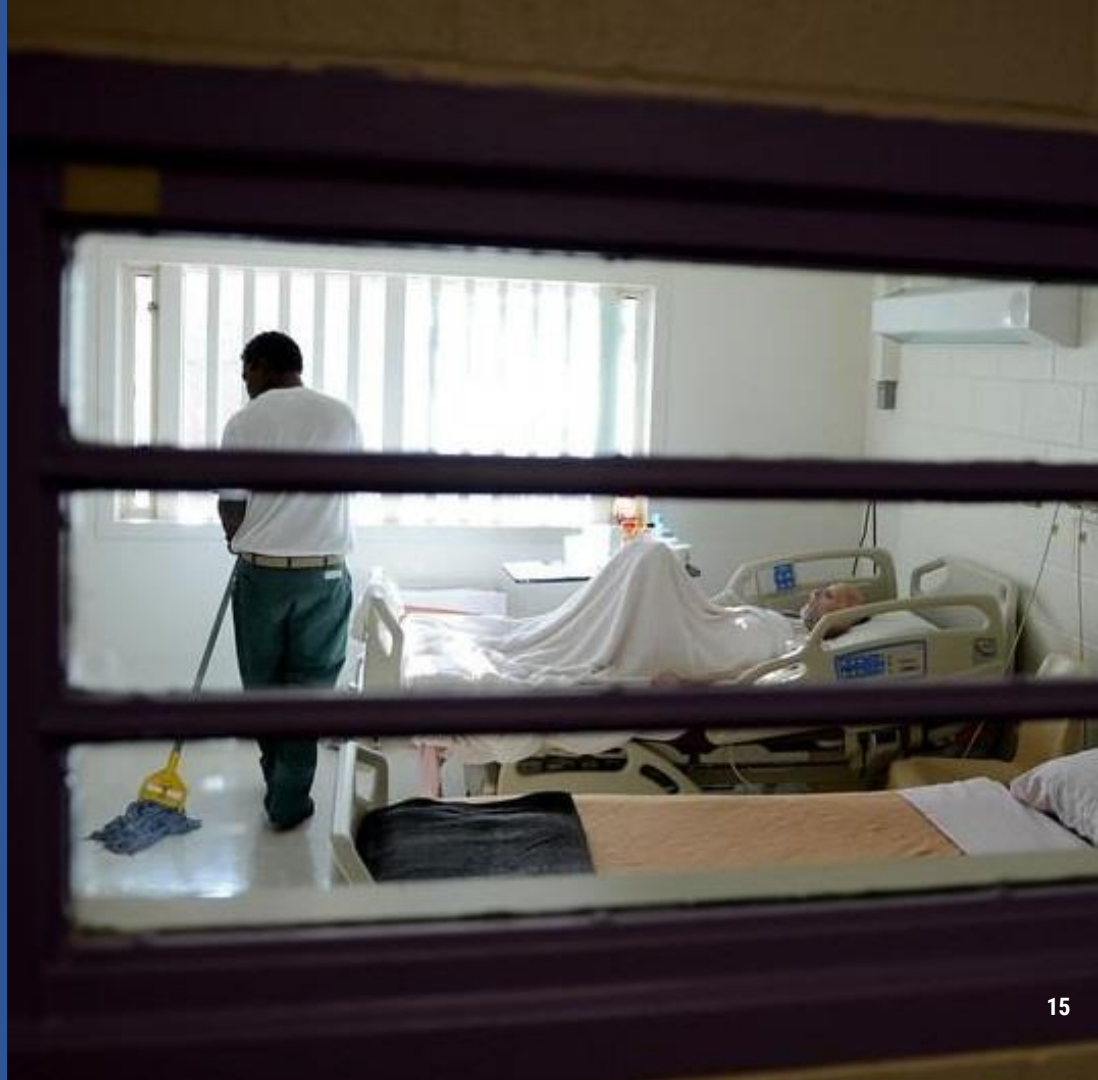


SB 21-146- Long Term Care

Many nursing facilities won't accept justice-involved individuals.

SB 21-146 may provide release triggers, but placement options are limited.

Executive Branch has requested incentive dollars to JBC for compassionate care.



Equity, Diversity, and Inclusion

In accordance with the Governor's Executive Order [2020 175](#), the Department has implemented the following efforts in accordance with its EDI plan:

- GRAACE Alliance

- HR Initiatives
Recruitment and Hiring



Wildly Important Goals

WIG #1: Decrease Returns from 23% to 20%

- Prison normalization
- Increase reentry opportunities for inmates and parolees

WIG #2: Increase Telemedicine Access from 1 Facility to 19 Facilities

- Telemedicine carts

WIG #3: Decrease Staff Turnover from 13% to 12% and improve culture

- Leadership development, training
- Retention past probationary period
- Promote work/life balance with flexible work schedules



For more information on additional DOC goals, view our FY 2021-22 Performance Plan at: operations.colorado.gov/performance-management/departments-performance-plans

Wildly Important Goals

WIG #1: Decrease the recidivism rate by reducing the one-year return rate from 23% to 20% by June 30th, 2022.

| Lead Measure | Baseline | 1-Year Goal June 30, 2022 | 2-Year Goal June 30, 2023 |
|---|----------|------------------------------|------------------------------|
| Inmate Mentoring Program - # of facilities | 1 | 5 | 10 |
| Dynamic Security Interactions | 0 | 150,800 | 301,600 |
| Restorative Justice Concepts - # of trainings | 2 | 10 | 12 |

| Lead Measure | Baseline | 1-Year Goal June 30, 2022 | 2-Year Goal June 30, 2023 |
|-----------------------|----------|------------------------------|------------------------------|
| Take TWO Participants | 117 | 225 | 270 |
| TPV Rate | 14.43% | 14.20% | 14% |

Normalization

An approach to prison management which seeks to create positive, productive environments for incarcerated people and correctional staff by creating prison environments that more accurately reflect life outside prison and promote successful transition upon release.

Improves Staff Wellbeing

"In all cases, the bivariate relationship between conditions and the given outcome was negative and significant at both the individual and aggregate level. That is, harsher conditions were associated with significantly more problems for staff."
(Outcomes: sick leave, alcohol/drug use, psychological/ somatic symptoms, personal worries)

Bierie, David M. "The Impact of Prison Conditions on Staff Well-Being."

Reduces Violence

"... the data showed that poor physical conditions of prisons correspond to significantly higher rates of serious violence."

Bierie, David M. "Is Tougher Better? the Impact of Physical Prison Conditions on Inmate Violence."

Improve Reentry Success

"Inmates housed in higher security levels are no less likely to recidivate than those housed in minimum security; if anything, our estimates suggest that harsher prison conditions lead to more post-release crime."

Chen, M. K., and J. M. Shapiro. "Do Harsher Prison Conditions Reduce Recidivism? A Discontinuity-Based Approach."

Normalization SWIFT

SB 21-268

(Wildfire Mitigation Capacity
Development Fund)

SB 21-12

(Help reduce employment
barriers for former SWIFT
participants)



Normalization Take TWO

Connects people to
prevailing wage jobs
while incarcerated

20 Private Employers

90 Employees



Wildly Important Goals

WIG #2: Implement telemedicine and increase access for specialty care appointments in all 19 State facilities

- Installation of telemedicine carts at 18 facilities
- As of Dec. 1st, 77 telemedicine appointments completed
- Lack of broadband a challenge

| Lead Measure | Baseline | 1-Year Goal June 30, 2022 | 2-Year Goal June 30, 2023 |
|---------------------------------------|----------|------------------------------|------------------------------|
| # of Staff Trained | 2 | 38 | 50 |
| # of Providers Trained | 1 | 19 | 23 |
| # of facilities with hardware (carts) | 14 | 19 | N/A |
| # of facilities with broadband access | 18 | 19 | N/A |

Wildly Important Goals

WIG #3: Decrease the staff turnover rate from 13% to 12% by June 30th, 2022.

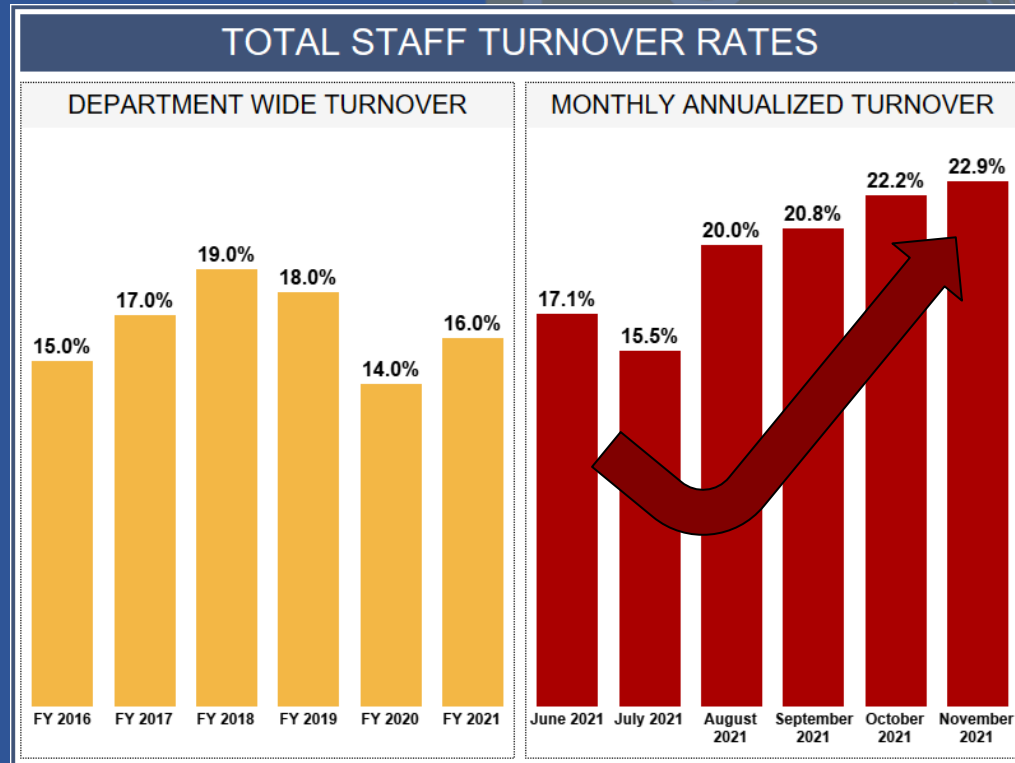
An ongoing challenge, especially under COVID-19 operations.

| Lead Measure | Baseline | 1-Year Goal June 30, 2022 | 2-Year Goal June 30, 2023 |
|--|----------|------------------------------|------------------------------|
| Development of Pulse Survey | 0% | 100% | N/A |
| # of Facility Visits by Executive Leadership | 24 | 48 | 60 |

| Lead Measure | Baseline | 1-Year Goal June 30, 2022 | 2-Year Goal June 30, 2023 |
|---|----------|------------------------------|------------------------------|
| % of Staff who Complete Probationary Period | 69% | 72% | 75% |

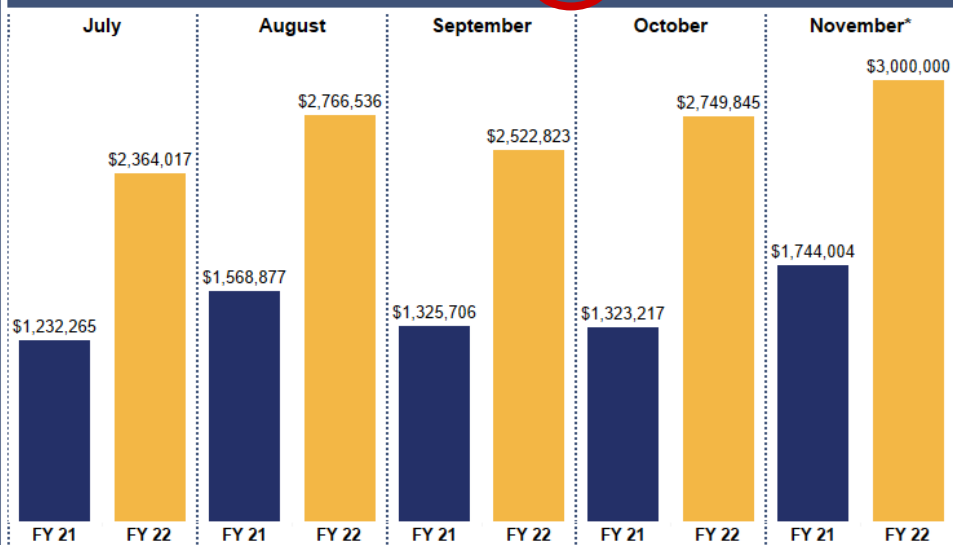
| Lead Measure | Baseline | 1-Year Goal June 30, 2022 |
|---|----------|------------------------------|
| Develop RFI for BV Housing | 0% | 100% |
| Develop and Submit Budget Plan for Compression Pay Issues | 0% | 100% |

Staff turnover is accelerating



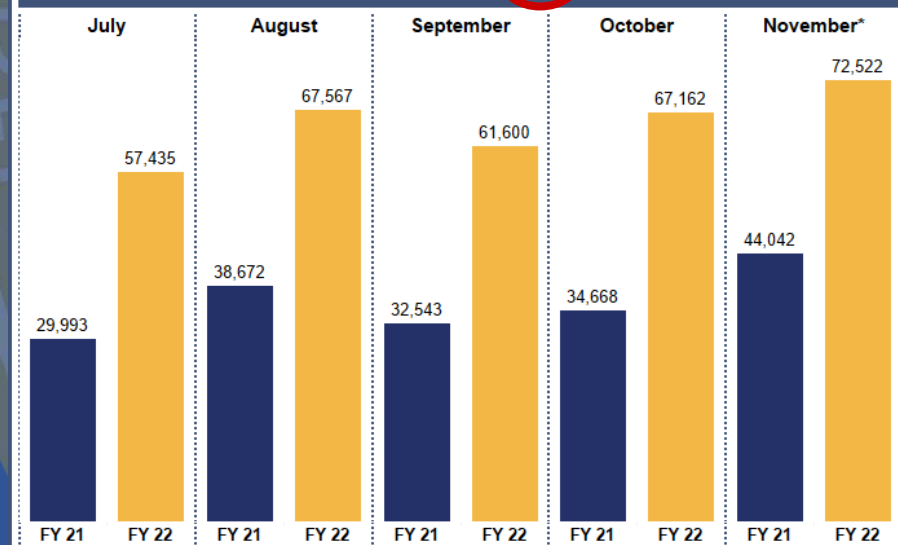
Impact of Vacancies: Increased Overtime

FY 22 Overtime Costs Up 86% from FY 21



* November estimated costs are \$2.97M and will likely exceed \$3M when bimonthly and month end adjustments are done.

FY 22 Overtime Hours up 81% from FY 21



* November overtime hours are estimated at 72,522.

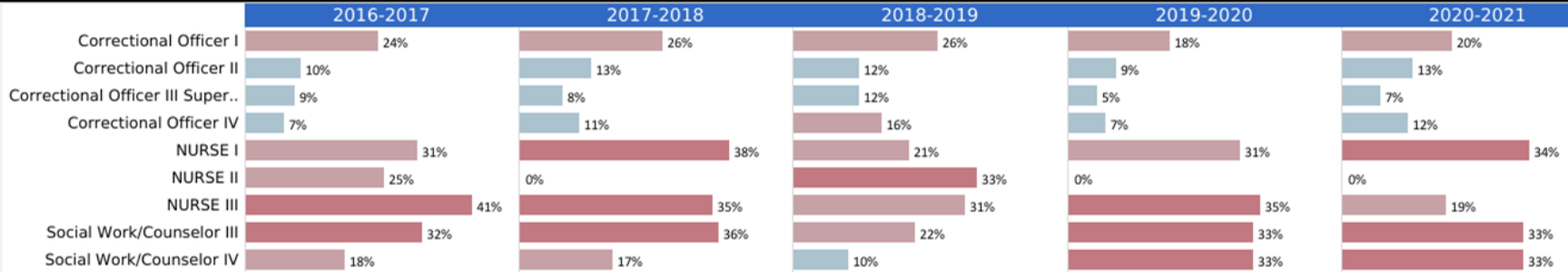
-Overtime is unfunded

-Mandatory holdovers for staff; volunteers to work on days off; incentives for extra shifts

YTD OT is **\$6.2M higher** than this time last year

Correctional Officers, Nurses and Social Workers are some of the hardest hit job classes

DEPARTMENT WIDE TURNOVER



As a result, the department has had to shift vacancy savings to offset losses

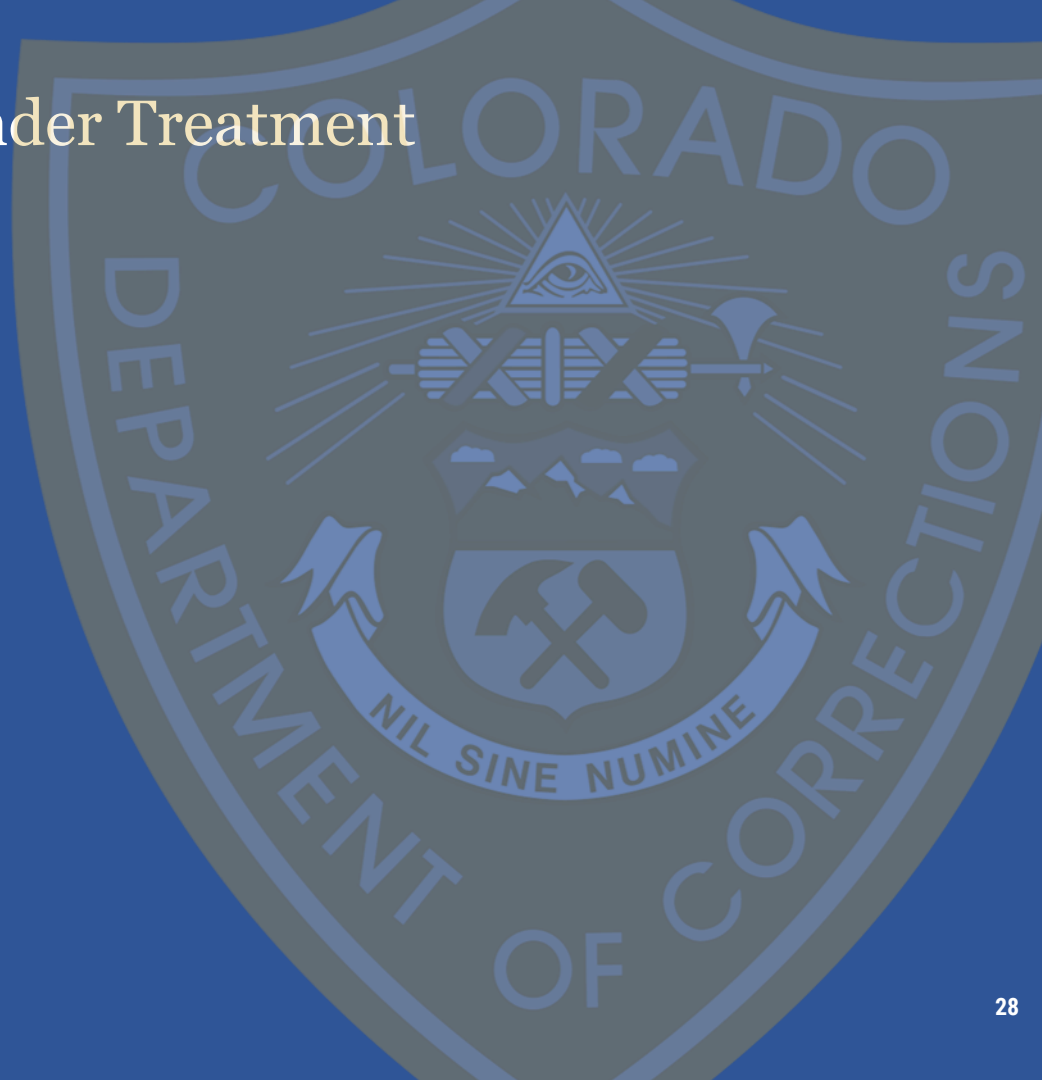
- Clinical Incentives
 - Nursing
 - Mid-level Provider/Physician
 - Behavioral Health
- Increased contract positions needed
 - Required upgrading agency staffing rates to become competitive

Decrease in Applications

| CDOC Applications Received 2019 - 2021 | | | |
|---|--------|--------|-------|
| | 2019 | 2020 | 2021 |
| Total - All DOC Job Postings | 14,034 | 10,909 | 8,440 |
| CO I Only A1D2TX | 3,954 | 3,551 | 1,757 |
| Nurse I Only C6S1XX | 182 | 177 | 145 |
| Behavior Health Only | 951 | 829 | 667 |

Mental Health and Sex Offender Treatment Responses to Staff Shortage

- Restructured the RTP's
- Behavioral Health Incentives
- Telehealth Crisis Response
- Exploring Telehealth Expansion
- Expanding Peer Facilitated Programming



AWOL Population Characteristics

On AWOL Status: *February 2020* (pre COVID): 734, 7.1 % of population *December 2021:* 1326, 13.6% population

*The following is based upon December 2021 review (total AWOL: 1412)**

Ethnicity: No significant difference from CDOC population profile; 78% Caucasian/Hispanic

Gender: 82% male/18% female

MH needs of 3 or higher: 38% (Gender breakdown 30% of male, 78% of female)

SUD needs of 3 or higher: 80%

Unemployed prior to AWOL: 78%

Unstable housing prior to AWOL: 59%

2 or more AWOLs: 65%

Strategies for AWOL Reduction

Current Practices

- Threat to community safety cases are prioritized on specific caseloads under the Fugitive Apprehension Unit
- Back on Track Program
- Use of intelligence tools/investigative tools for locate/clearance
- Field office operations to locate and return to supervision

In Design-Process (Response)

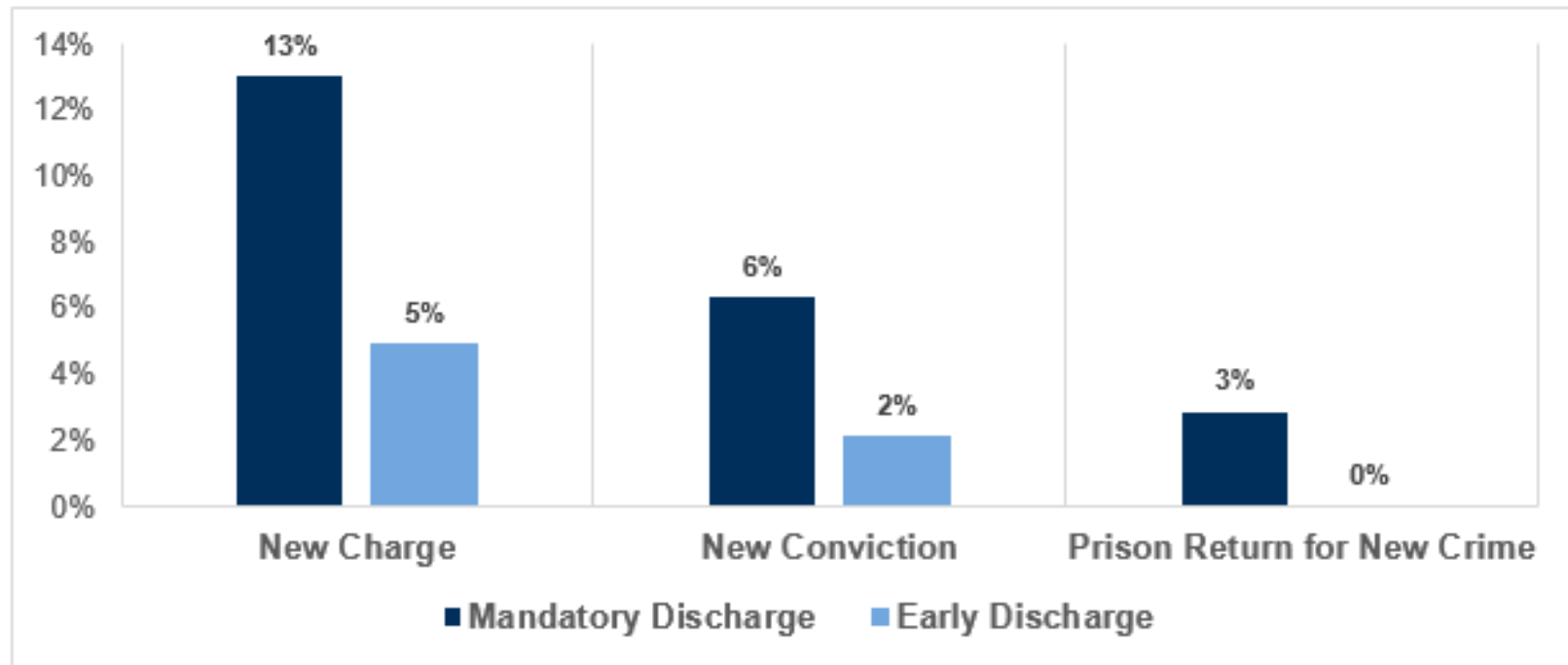
- Specialized Caseloads (triage of needs specific to this population)
- Co-responder model (Mental Health partners, Homeless outreach, etc)

In Pilot Phase (Proactive)

- RESTORE
- Community Connections Pilot

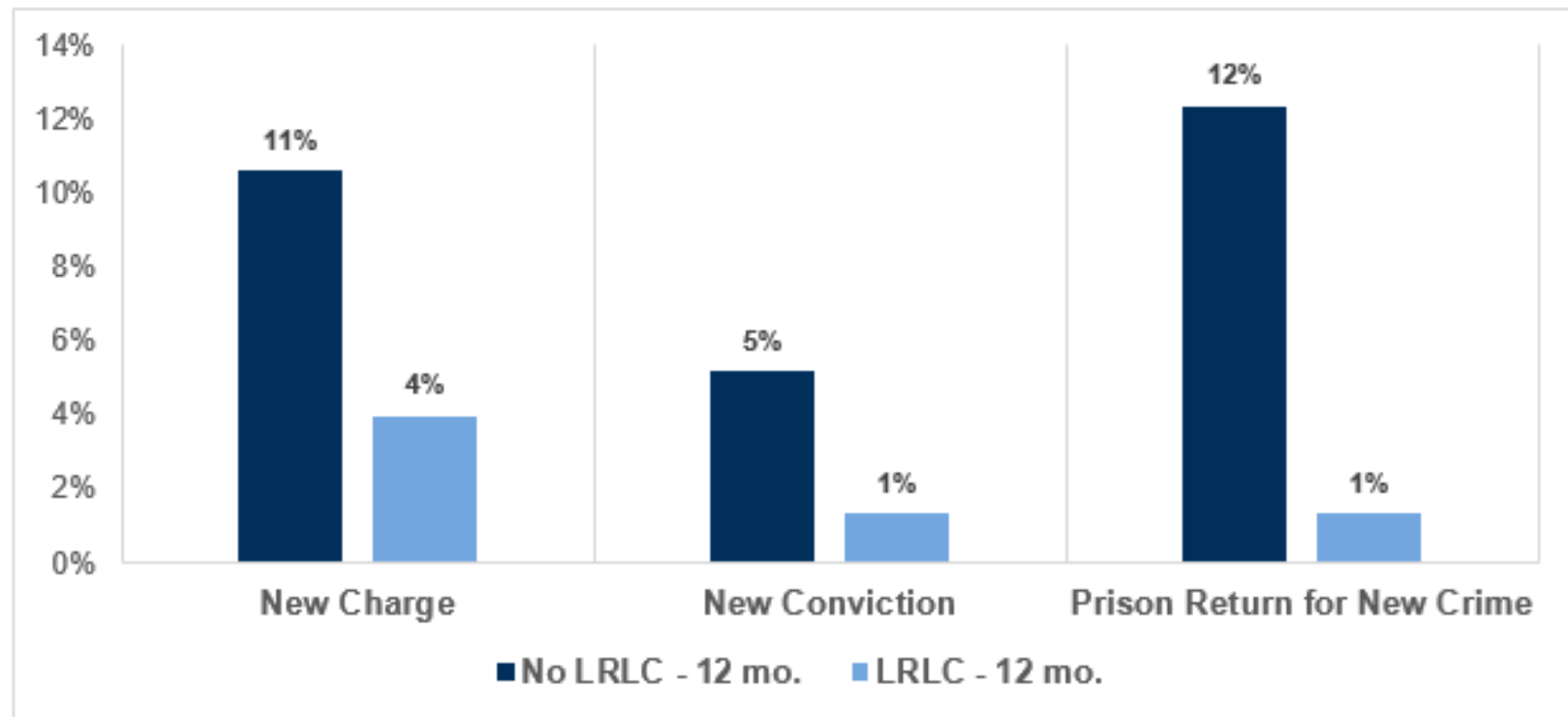
System Changes with Promising Outcomes: Early Discharge

Figure 2. 1-Year Recidivism Trends for Medium Risk Individuals for Early versus Mandatory Discharge



System Changes with Promising Outcomes: Low Risk/Low Custody

Figure 1. 1-Year Recidivism Trends for Medium-Risk Individuals by Low-Risk, Low Custody (LRLC) Status



Stimulus Funding Implementation

\$54M from CARES Act to pay for pandemic response

Up to \$1.3M from ARPA Public Health for retention bonuses for private prison staff

Up to \$7.7M from ARPA for incentive pay for approximately 5,200 24-7 staff, up to 8 weeks

\$30/Day, \$150/Week

Outstanding OSA Audits

- Of the four not implemented, all are related to the the Performance Audit of the Behavioral Health Programs
- Three of the four recommendations are partially implemented, but are delayed due to EOMIS rollout
 - Mental Health Assessments
 - Sex Offender Treatment Program
 - IT controls
- EOMIS rollout will be complete no later than June 2023
- The final recommendation is related to a report on Sex Offender and Mental Health Treatment Programs, which is targeted for completion by the spring of 2022



Regulatory Agenda

<https://drive.google.com/file/d/1D4bJ4AlnjbLxjNqM83R9fhxT-pHDpqNj/view>

Questions?

